State of Indiana
Balancing Incentives Program (BIP)
Work Plan

Work Plan Table Template with Companion Text

Category	Major Objective	Interim Tasks	Suggested Due Date	Deliverables	Current Status	Experienced or Anticipated Challenges	Plan to Address Challenges
1-800 Number	6. Single 1-800 number where individuals can receive information about community LTSS options in the State, request additional information, and schedule appointments at local NWD/SEPs for assessments.	6.1. Contract 1-800 number service	July 2013	Phone number	In progress	While the ADRCs already have a 1-800 number being utilized, more information about all LTSS options across Divisions need to be included as part of the number. - *in concert with advertising plan*	
General NWD/SEP Structure	2. A single eligibility coordinator, "case management system," or otherwise coordinated process guides the individual through the entire functional and financial eligibility determination process. Functional and financial assessment data or results are accessible to NWD/SEP staff	2.3. Select vendor (if automated)	July 2014	Vendor name and qualifications	In progress	Vendor qualifications have been identified by the State, but the selection process is still underway. More information is forthcoming.	Indiana's FSSA has recently acquired a new Secretary, whose input into technological needs of the Department may affect the vendor selection process. However, Division directors are working closely with the new Secretary and her staff to communicate the importance of
General NWD/SEP Structure	1. All individuals receive standardized information and experience the same eligibility determination and enrollment processes.	1.1. Develop standardized informational materials that NWD/SEPs provide to individuals	January 2014	Informational materials	In progress	There are already materials developed for each respective Division (Division of Aging, Division of Disability and Rehabilitative Services, and Division of Mental Health and Addictions, aka DA, DDRS, and DMHA); however, we will have to develop materials that concisely and appropriately incorporate all	
Website	5. The NWD/SEP system includes an informative community LTSS website; Website lists 1-800 number for NWD/SEP system.	5.2. Develop and incorporate content	January 2014	Working URL with content completed	In progress	There is an existing webpage through the FSSA website that is dedicated to the ADRCs (http://www.in.gov/fssa/da/3478.htm). However, we need to update and/or change it in a way that includes other information about resources and services available through LTSS, as well as lists 1-800 number for NWD/SEP system.	
Advertising	7. State advertises the NWD/SEP system to help establish it as the "go to system" for community LTSS	7.1. Develop advertising plan	January 2014	Advertising plan	In progress	The State will utilize its current forms of advertising media and expand on them to include services available through DA, DDRS, and DMHA.	
1-800 Number	6. Single 1-800 number where individuals can receive information about community LTSS options in the State, request additional information, and schedule appointments at local NWD/SEPs for assessments.	6.2. Train staff on answering phones, providing information, and conducting the Level I screen	April 2014	Training materials	In progress	While staff at the ADRCs and in all Divisions are continually trained about LTSS options in their respective fields, the Level I screening will need to be developed before training can commence on this particular piece.	The greatest challenge here is getting the system developed and implemented. Once it's developed to the point at which training materials and/or curriculum can be devised, staff will be trained to use the system incrementally. If this is not able to be completed due to a lag in the vendor selection process, the State will be able to still utilize a web-based screening tool, through which information gathered can be stored in an alternative location for use by Divisions. Training for this system will include training about other Divisions and resources for referrals.

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General NWD/SEP Structure	2. A single eligibility coordinator, "case management system," or otherwise coordinated process guides the individual through the entire functional and financial eligibility determination process. Functional and financial assessment data or results are accessible to NWD/SEP staff so that eligibility determination and access	2.2. Design system (final detailed design)	January 2014	Detailed technical specifications of system	Not Yet Started	Indiana is developing a new case management system to be used in FFSA, specifically for DA, DDRS, and DMHA. The State has experienced a change in the vendor selection for this project, which affects the timing of its implementation, but efforts are still being made to ensure this system is created. Specifically, structural changes incorporated into the design and implementation of this system to capture and store	Vendor selection and assurances that it can deliver the State's requirements for this system in a timely - but cost-effective manner - is key. To assure this, this State has already developed its list of technological needs, and will also be developing the Level I screening tool while making additions to the Level II
Advertising	7. State advertises the NWD/SEP system to help establish it as the "go to system" for community LTSS	7.2. Implement advertising plan	January 2014	Materials associated with advertising plan	Not Yet Started		As the Level I assessment tool is developed and ready for implementation, information about its purpose and how it will be used to ensure consumers are able to access the services that meet their needs, or are referred to those most appropriate, will be developed and provided to consumers via email listserv updates, meetings across the state with stakeholders, etc.
CSA/CDS	8. A CSA, which supports the purposes of determining eligibility, identifying support needs, and informing service planning, is used across the State and across a given population. The assessment is completed in person, with the assistance of a qualified professional. The CSA must capture the CDS (a Core Data Set of required domains and topics).	8.1. Develop questions for the Level I screen	January 2014	Level I screening questions	Not Yet Started	ADRCs currently cull information from individuals seeking services, so the State may utilize this form as a starting point in creating a Level I screening tool. Further analysis of the form, plus determination of what needs to be incorporated from DA, DDRS, and DMHA services to well round the Level I tool, will have to occur.	
CSA/CDS	8. A CSA, which supports the purposes of determining eligibility, identifying support needs, and informing service planning, is used across the State and across a given population. The assessment is completed in person, with the assistance of a qualified professional. The CSA must capture the CDS (a Core Data Set of required domains and topics).	8.5. Identify qualified personnel to conduct the CSA	January 2014	List of entities contracted to conduct the various components of the CSA	Not Yet Started	Staff and/or individuals who already perform assessments will continue to do so, and training on any new information included in those assessment will be developed and implemented as the assessments expand. There may be a possibility that DDRS works with an outside entity to perform these assessments, as an RFP for a new Intake process is being developed. Further, any conflicts that currently exist in DMHA between its assessment entity, its service providers, and case management entity will be looked into and remedied.	The greatest challenge here is getting the system developed and implemented. Once it's developed to the point at which training materials and/or curriculum can be devised, staff will be trained to use the system incrementally. If this is not able to be completed due to a lag in the vendor selection process, the State will be able to still utilize a web-based screening tool, through which information gathered can be stored in an alternative location for use by Divisions. Training for this system will include training about other Divisions and
General NWD/SEP Structure	1. All individuals receive standardized information and experience the same eligibility determination and enrollment processes.	1.2. Train all participating agencies/staff on eligibility determination and enrollment processes	July 2014	Training agenda and schedule	Not Yet Started	There are state staff that are already trained on eligibility determination at each Division, but we will have to develop training for staff who will utilize whatever new data/case management system is developed and implemented in upcoming months.	The greatest challenge here is getting the system developed and implemented. Once it's developed to the point at which training materials and/or curriculum can be devised, staff will be trained to use the system incrementally.

CSA/CDS	8. A CSA, which supports the purposes of determining eligibility, identifying support needs, and informing service planning, is used across the State and across a given population. The assessment is completed in person, with the assistance of a qualified professional. The CSA must capture the CDS (a Core Data Set of required domains and topics).	8.3. Incorporate additional domains and topics if necessary (*stakeholder involvement is highly recommended*)	July 2014	Final Level II assessment(s); notes from meetings involving stakeholder input	Not Yet Started	Each Division uses its own assessment(s) to determine eligibility for individuals seeking services. While these assessment tools will not change much, each Division will ensure that components of the CDS Crosswalk that were not already included in its respective tool(s) will add them.	Though yet to be fully determined, adding specific components of the CDS Crosswalk may prove somewhat challenging. Some of the assessments may be created using specific software for which the State has no rights to change. Therefore, alternatives - such as addendum pages or something built into the new data information system - may be required.
CSA/CDS	8. A CSA, which supports the purposes of determining eligibility, identifying support needs, and informing service planning, is used across the State and across a given population. The assessment is completed in person, with the assistance of a qualified professional. The CSA must capture the CDS (a Core Data Set of required domains and topics).	8.4. Train staff members at NWD/SEPs to coordinate the CSA	July 2014	Training materials	Not Yet Started	Staff and/or individuals who already perform assessments will continue to do so, and training on any new information included in those assessment will be developed and implemented as the assessments expand.	The greatest challenge here is getting the system developed and implemented. Once it's developed to the point at which training materials and/or curriculum can be devised, staff will be trained to use the system incrementally. If this is not able to be completed due to a lag in the vendor selection process, the State will be able to still utilize a web-based screening tool, through which information gathered can be stored in an alternative location for use by Divisions. Training for this system will include training about other Divisions and *processes for referrals*
General NWD/SEP Structure	2. A single eligibility coordinator, "case management system," or otherwise coordinated process guides the individual through the entire functional and financial eligibility determination process. Functional and financial assessment data or results are accessible to NWD/SEP staff so that eligibility determination and access to services can occur in a timely fashion. (The timing below corresponds to a system with an automated Level I screen, an automated Level II assessment and an automated case management system. NWD/SEP systems based on paper processes should require less time to put *into place.*)	2.4. Implement and test system	January 2015	Description of pilot roll-out	Not Yet Started	Implementation and testing of the pilot for this system is dependant upon the vendor selection process being completed. More information is forthcoming.	As the due dates draws nearer, the State will reevaluate the timeliness of this task, and if necessary, will develop a secondary plan to address the use of Level I and II screenings for the functional and financial eligibility determination process.

Website	5. The NWD/SEP system includes an informative community LTSS website; Website lists 1-800 number for NWD/SEP system.	5.3. Incorporate the Level I screen into the website (*recommended, not required*)	January 2015	Working URL of Level I screen and instructions for completion	Not Yet Started	Once the Level I screening tool is developed, it will be included as either a direct part of the webpage, or as a link of the webpage. *This may be affected by the vendor selection process, at least as something developed and working within the new data system. If this occurs, the State will be able to still utilize a web-based screening tool, through which information gathered can be stored in an alternative location for use by Divisions.*
Sustainability	11. States should identify funding sources that will allow them to build and maintain the required structural changes.	11.2. Develop sustainability plan	January 2015	Funding sources and estimated annual budget necessary to maintain structural changes after award period ends.	Not Yet Started	This budget will be made available after the State has better determined its annual cost to fund its new case management system, which will include required structural changes within the BIP. *Regular updates about any changes in the budget will be reported to CMS.*
General NWD/SEP Structure	2. A single eligibility coordinator, "case management system," or otherwise coordinated process guides the individual through the entire functional and financial eligibility determination process. Functional and financial assessment data or results are accessible to NWD/SEP staff so that eligibility determination and access to services can occur in a timely fashion. (The timing below corresponds to a system with an automated Level I screen, an automated Level II assessment and an automated case management system. NWD/SEP systems based on paper processes should require less time to put	2.5. System goes live	July 2015	Memo indicating system is fully operational	Not Yet Started	More information on this system and its operations will be forthcoming once development, implementation, and testing are complete. *As the due dates draws nearer, the State will reevaluate the timeliness of this task, and if necessary, will develop a secondary plan to address the use of Level I and II screenings for the functional and financial eligibility determination process.*

CSA/CDS	8. A CSA, which supports the purposes of determining eligibility, identifying support needs, and informing service planning, is used across the State and across a given population. The assessment is completed in person, with the assistance of a qualified professional. The CSA must capture the CDS (a Core Data Set of required domains and topics)	8.6. Regular updates	January 2014 (semiannual, thereafter)	Description of success and challenges	Not Yet Started	Updates to the progress of this goal will be forthcoming.	
Conflict-Free Case Management	9. States must establish conflict of interest standards for the Level I screen, the Level II assessment, and plan of care processes. An individual's plan of care must be created independently from the availability of funding to provide services.	9.2. Establish protocol for removing conflict of interest	January 2014 (semiannual, thereafter)	Protocol for conflict removal; if conflict cannot be removed entirely, explain why and describe mitigation strategies	Not Yet Started	Any conflicts to the case management system(s) that we employ will be remedied and/or mitigated in upcoming months.	As we move forward with this piece, specifically for the Division of Mental Health & Addiction, we will work closely with CMS to ensure conflicts are remedied/mitigated appropriately.
General NWD/SEP Structure	2. A single eligibility coordinator, "case management system," or otherwise coordinated process guides the individual through the entire functional and financial eligibility determination process. Functional and financial assessment data or results are accessible to NWD/SEP staff so that eligibility determination and access to services can occur in a timely fashion. (The timing below corresponds to a system with an automated Level I screen, an automated Level II assessment and an automated case management system. NWD/SEP systems based on paper processes should require less time to put in place.)	2.6. System updates	July 2015+ (semiannual, thereafter)	Description of successes and challenges	Not Yet Started	As we move forward with this system's development, a listing of successes and challenges will be created and maintained for the duration of this project.	
Data Collection and Reporting	10. States must report service, outcome, and quality measure data to CMS in an accurate and timely manner.	10.4. Report updates to data collection protocol and instances of *service data* collection	July, January2013 - 2015+ (semiannual)	Document describing when data were collected during previous 6-month period, plus updates to protocol	Not Yet Started	This collection of data will be including in the State's reporting to CMS on a semi-annual basis.	
Data Collection and Reporting	10. States must report service, outcome, and quality measure data to CMS in an accurate and timely manner.	10.5. Report updates to data collection protocol and instances of *quality data* collection	July, January2013 - 2015+ (semiannual)	Document describing when data were collected during previous 6-month period, plus updates to protocol	Not Yet Started	This collection of data will be including in the State's reporting to CMS on a semi-annual basis.	
Data Collection and Reporting	10. States must report service, outcome, and quality measure data to CMS in an accurate and timely manner.	10.6. Report updates to data collection protocol and instances of *outcomes measures* collection	July, January2013 - 2015+ (semiannual)	Document describing when data were collected during previous 6-month period, plus updates to protocol	Not Yet Started	This collection of data will be including in the State's reporting to CMS on a semi-annual basis.	
NWD/SEP	4. NWD/SEPs have access points where individuals can inquire about community LTSS and receive comprehensive information, eligibility determinations, community LTSS program options counseling, and enrollment assistance.	4.1. Identify service shed coverage of all NWD/SEPs	April 2013	Percentage of State population covered by NWD/SEPs	**Complete**	The sixteen ADRCs located across the state are access points for aged and physically disabled individuals needing LTSS services in all of Indiana's 92 counties. Marketing materials still need to be developed to include services available to individuals with developmental disability, mental health, and substance abuse needs. Further, until the Level I assessment is	

Website	5. The NWD/SEP system includes an informative community LTSS website; Website lists 1-800 number for NWD/SEP system.	5.1. Identify or develop URL	April 2013	URL	**Complete**	There is an existing webpage through the FSSA website that is dedicated to the ADRCs (http://www.in.gov/fssa/da/3478.htm). However, we need to update and/or change it in a way that includes other information about resources and services available through LTSS, as well as lists 1-800 number for NWD/SEP system.
General NWD/SEP Structure	2. A single eligibility coordinator, "case management system," or otherwise coordinated process guides the individual through the entire functional and financial eligibility determination process. Functional and financial assessment data or results are accessible to NWD/SEP staff so that eligibility determination and access to services can occur in a timely fashion. (The timing below corresponds to a system with an automated Level I screen, an automated Level II assessment and an automated case management system. NWD/SEP systems based on paper processes should require less time to put	2.1. Design system (initial overview)	January 2013 (submit with Work Plan)	Description of the System	**Complete**	Please refer to the "Addendum to BIP Work Plan" document, which gives a textual description of how the system will be designed.
NWD/SEP	3. State has a network of NWD/SEPs and an Operating Agency; the Medicaid Agency is the Oversight Agency.	3.1. Identify the Operating Agency	January 2013 (submit with Work Plan)	Name of Operating Agency	**Complete**	The operating agency for this project is the Division of Disability and Rehabilitative Services (DDRS).
NWD/SEP	3. State has a network of NWD/SEPs and an Operating Agency; the Medicaid Agency is the Oversight Agency.	3.2. Identify the NWD/SEPs	January 2013 (submit with Work Plan)	List of NWD/SEP entities and locations	**Complete**	The list is located as part of the attached "Addendum to BIP Work Plan" document.
CSA/CDS	8. A CSA, which supports the purposes of determining eligibility, identifying support needs, and informing service planning, is used across the State and across a given population. The assessment is completed in person, with the assistance of a qualified professional. The CSA must capture the CDS (a Core Data Set of required domains and topics)	8.2. Fill out CDS crosswalk (see Appendix H in the Manual) to determine if your State's current assessments include required domains and topics	January 2013 (submit with Work Plan)	Completed Crosswalk(s)	**Complete**	Each Division has completed its own CDS Crosswalk, which have been included with this zip file.
Conflict-Free Case Management	9. States must establish conflict of interest standards for the Level I screen, the Level II assessment, and plan of care processes. An individual's plan of care must be created independently from the availability of funding to provide services.	9.1. Describe current case management system, including conflict-free policies and areas of potential conflict	January 2013 (submit with Work Plan)	Strengths and weaknesses of existing case management system	**Complete**	The strengths and weaknesses of our current case management system(s) is addressed in the attached "Addendum to BIP Work Plan", as well as in the attached Conflict-free Case Management document, which was submitted to CMS in September 2012.
Data Collection and Reporting	10. States must report service, outcome, and quality measure data to CMS in an accurate and timely manner.	10.1. Identify data collection protocol for *service data*	January 2013 (submit with Work Plan)	Measures, data collection instruments, and data collection protocol	**Complete**	Each Division has completed its own "Data Collection" document, which have been included with this zip file.
Data Collection and Reporting	10. States must report service, outcome, and quality measure data to CMS in an accurate and timely manner.	10.2. Identify data collection protocol for *quality data*	January 2013 (submit with Work Plan)	Measures, data collection instruments, and data collection protocol	**Complete**	Each Division has completed its own "Data Collection" document, which have been included with this zip file.

Data Collection and Reporting	10. States must report service, outcome, and quality measure data to CMS in an accurate and timely manner.	10.3. Identify data collection protocol for *outcome measures*	January 2013 (submit with Work Plan)	Measures, data collection instruments, and data collection protocol	**Complete**	Each Division has completed its own "Data Collection" document, which have been included with this zip file.	
Sustainability	11. States should identify funding sources that will allow them to build and maintain the required structural changes.	11.1. Identify funding sources to implement the structural changes	January 2013 (submit with Work Plan)	Description of funding sources	**Complete**	This information is available in the "Addendum to BIP Work Plan" document that is included with this zip file.	
Sustainability	11. States should identify funding sources that will allow them to build and maintain the required structural changes.	11.3. Describe the planned usage for the enhanced funding	January 2013 (submit with Work Plan)	Document describing the amount projected for award, the planned expenditures, and how each planned use of funding meets the 'three-part rule.'	**Complete**	This information is available in the "Addendum to BIP Work Plan" document that is included with this zip file.	
NWD/SEP	4. NWD/SEPs have access points where individuals can inquire about community LTSS and receive comprehensive information, eligibility determinations, community LTSS program options counseling, and enrollment assistance.	4.2. Ensure NWD/SEPs are accessible to older adults and individuals with disabilities	October 2013	Description of NWD/SEP features that promote accessibility	**Complete**	All ADRC sites are currently ADA compliant as required by Alliance of Information and Referral Systems (AIRS) accreditation standards (http://www.airs.org/i4a/pages/index.cfm?pageid=3371)	
NWD/SEP	3. State has a network of NWD/SEPs and an Operating Agency; the Medicaid Agency is the Oversight Agency.	3.3. Develop and implement a Memorandum of Understanding (MOU) across agencies	April 2013	Signed MOU	**Not applicable per Effie George's email 05.21.2013**	An MOU already exists between all Divisions and the ADRCs. DDRS will take the lead on taking a closer look of the document(s) to ensure required information related to NWD/SEPs is included.	